	NATO Stability Policing Centre of Excellence Lessons Learned Branch	

2nd Stability Policing Lessons Learned WS, *Vicenza, Italy, 08-12 October 2018*

Syndicate 1:
The way NATO can cooperate with other IOs (e.g. UN / EU / OSCE) for collecting/sharing OBSs, BPs, LI for increasing its Stability Policing expertise

Disclaimer:

This document has been issued by NATO Stability Policing Centre of Excellence and its contents do not reflect NATO policies or positions, nor represent NATO in any way, but only the NATO SP COE or author(s) depending on the circumstances.

Moderator: OF4 SANTE DE PASQUALE (Doctrine & Standardization Branch – Section Chief)

Syndicate assistant: OF 2 LILIANA CAPANO

1.TOPIC TO BE ADDRESSED	2.DISCUSSION	3.CONCLUSION	4.RECOMMENDATION	5.RECOMMENDED TASKING AUTHORITY
- SP LL Human Share Point. - SP LL periodic /permanent meeting/forum	*Why: We have no common knowledge on BPs that IOs have during operations.* *It is necessary to have a common idea and a common ground about how to achieve objectives (and reach end state).* *Starting from outcome, it is possible to understand the best procedure to*	1. The "SP definition" represents the capstone for a common understanding. 2. Even if the goal of having all the IOs signing a unique MoU/agreement is ambitious, permanent forum/periodic meetings could be considered in the easiest and simplest	1. Establish a study group to define SP and hook LL information sharing on SP to wider existent processes in IOs including overall lessons. 2. Establish a joint	**NATO International Staff/International Military Staff (IS/IMS) and Joint Analysis Lesson Learned Centre (JALLC).** **JALLC could be**

	follow. *CHALLENGES:* *1. Different organizations, different languages → we need to build a common language (what is SP? Which are the SP capabilities?).* *2. Human factors.* *3. Competition/cooperation among and within organizations.* *4. Military/Civilian approach to the operations.* *5. We do not have common culture in sharing information, so we do not have common tools.* *6. Classifications, national caveats, sensitive data, legal limits.* *7. Involvement and better awareness of IOs Key Leaders.* *8. Implementation of LL in the process.* *Who: Strategic/Political level establish joint analysis team/group/board (having a clear idea about decision making timeline).* *How:* *1. To have a clear political decision to sign a specific SP framework/MoU involving all the organizations and updating/implementing existing agreements.* *2. Identify common priorities.* *3. Use of a Sync Matrix.* *4. Comprehensive inclusion of the LL*	way to gather the needed information about LL. 3. Participation/joining the forum could be open to all IOs as soon as they are ready to cooperate properly to the project. 4. Political/strategic level should define what can be shared and validate with other IOs. In this context should be noticed that tactical and operational outcomes are the most important for LL process. 5. To overcome national/institutional political interest is the key. It is paramount to compromise aiming to find a common ground. 6. Foster the internal and general awareness of SP LL by investing more in common understanding, discussions and elaborations of the issue. This can lead to the establishment of a cross organizational SP Community of Interest. 7. Prevent possible overlapping of efforts and wasting of time, money and resources. 8. Clarify the NATO military objectives in order to enhance	analysis team and map SP capabilities involving other IOs. 3. Staffs must be engaged in exploring modalities to enhance coordination, complementarities and cooperation. Staffs regularly exchange ideas in the meetings about LL, sharing information and coordination of efforts. 4. Promote the release of internal policies and regulations to enable information sharing and to overcome national/institutional limitations. 5. Establish a workshop/working group with SP LL SMEs to define the details of the fora/meetings. Tasks could include: • List SP tasks; • Elaborate concepts	**the right place where organize the first meeting of this project.**

	in the context of planning new interventions and exercises (joint/ parallel planning, go early together in a way to harmonize efforts and be effective: AVOID STAND ALONE PROCESS). 5. *Share operation approaches, procedures and processes (not personal or sensitive data). CISE Common Information Sharing Environment.* 6. *Better understanding of role/relations of SP and how to improve cooperation. Mapping IOs SP capabilities.* 7. *Reinforce the LL process within the IOs. Facilitate LL unit in each organization considering weak institutional memory.* 8. *IOs should update internal LL policy/standard in a way to facilitate share point gathering (how to update the LL information flow).* 9. *Provide a testing phase.* 10. *Have a clear decision making timeline.* <u>*When*</u>*:* 1. *Permanent Forum.* 2. *Periodic Meetings.* 3. *Continuous assessment and reviews should sustain the exchange of information.* 4. *Test during exercises.*	cooperation, and, at the end state, facilitate transition with other IOs' SP assets or HN actors. 9. Both SP military and civilian institutional actors should take part in every step of the process, so as to better merge different approaches. 10. Acknowledging that SP is not a key activity for all other actors, focusing interaction with IOs through overall sharing of LI in the larger area of security (and defence) could raise awareness of SP as a concept.	of training and curricula; • Establish structures to ensure implementation of LIs; • Involve the appropriate level of staff to share experience during the meetings.	

	What: 1. *Continuous assessment and reviews of LL to sustain the implementation of information.* 2. *Follow the LL cycle (track LI) and proceed to VALIDATION and DISSEMINATION of LL.* *Where: The forum can be established in a place where all the IOs have representatives (Brussels?), rotating the chairmanship.* *Each organization can host the periodic meeting in a way that personal links and knowledge can be improved.* *Miscellaneous:* 1. *Think about a possible cooperation and connection with NGOs, considering their different perspective and added value in relation to SP matters, hooking HQs level.* 2. *Possible budget implication.*			

1.TOPIC TO BE ADDRESSED	2.DISCUSSION	3.CONCLUSION	4.RECOMMENDATION	5.RECOMMENDED TASKING AUTHORITY
- IT portal (DB)	*Why: As above.* *We need to share SP LL outcomes and findings.* *Who: Operational level under specific KLs supervision.* *How:* *1. Asses the needs and available IT tools and if needed elaborate or develop a new tool.* *2. Uploading and updating of SP LL in this common tool.* *When:* *As soon as agreed.* *What:* *Sharing SP LL.* *Where: The IT share point (site/portal) can be establish with a new procedure giving the responsibility to manage it to:* • *An autonomous authority;* • *Use the existing NATO LL portal;* • *Create a new portal under the responsibility of an available organization.* *Do not develop any common share point and simply allow any IOs to access the respective SP LL DB is another option.* *Miscellaneous: Budget implication.*	1. The "SP definition" represents the capstone for a common understanding. 2. Political/strategic level should define what can be shared and validate with other IOs. 3. Foster the internal and general awareness of SP LL by investing more in common understanding, discussions and elaborations of the issue. This can lead to the establishment of a cross organizational SP Community of Interest. 4. Prevent possible overlapping of efforts and wasting of time, money and resources. 5. Ideally create a common IT share point where all IOs can directly upload data and can consult the SP LL DB. 6. Do not develop any common share point and simply allow any IOs to access the respective SP LL DB.	1. Asses the needs and available IT tools and if needed elaborate or develop a new tool. 2. Establish a study group to identify appropriate tool to satisfy our needs (see point 5 and 6 in Conclusion). 3. Staffs must be engaged in exploring modalities to enhance coordination, complementarities and cooperation. Staffs regularly exchange ideas in the meetings about LL, sharing information and coordination of efforts. 4. Promote the release of internal policies and regulations to enable this IT information sharing.	**NATO International Staff/International Military Staff (IS/IMS) and Joint Analysis Lesson Learned Centre (JALLC).**

1. TOPIC TO BE ADDRESSED	2. DISCUSSION	3. CONCLUSION	4. RECOMMENDATION	5. RECOMMENDED TASKING AUTHORITY
- Liaison Officers	*Why: As above.* *Who: Strategic/Political level establish Operational level Liaison Office.* *How: Evaluate the needs, assess current resources, and establish a specific office or a responsible inside the existing office to share SP LL.* *Liaison Officers at tactical and operational level continue to keep links with other IOs.* *When: As soon as agreed.* *What: Sharing SP LL and increase networking.* *Where: Liaison Office within the organizations.* *Miscellaneous:* *1. Possible budget implication.* *2. Consider liaising with NGOs.*	1. The "SP definition" represents the capstone for a common understanding. 2. Political/strategic level should define main course of actions/ lines of operations (CoAs/LoOs). 3. Foster the internal and general awareness of SP LL by investing more in common understanding, discussions and elaborations of the issue. 4. Prevent possible overlapping of efforts and wasting of time, money and resources. 5. Acknowledging that SP is not a key activity for all other actors, focusing interaction with IOs through overall sharing of LI in the larger area of security (and defence) could raise awareness of SP as a concept.	1. Establish a study group to evaluate the needs, assess current resources, and establish a specific office or a responsible inside the existing office to share SP LL. 2. LOs enhance coordination, complementarities and cooperation. 3. Promote the release of internal policies and regulations to enable LOs information sharing.	**NATO International Staff/International Military Staff (IS/IMS) and Joint Analysis Lesson Learned Centre (JALLC).**

1.TOPIC TO BE ADDRESSED	2.DISCUSSION	3.CONCLUSION	4.RECOMMENDATION	5.RECOMMENDED TASKING AUTHORITY

- SP LL institutional magazine /periodic publication/book/info leaflet.
- Social networks
	Why: As above.
	
	Who: Any relevant SP actor on an appropriate level.
	
	How: Evaluate the needs, assess current resources, and establish/use specific office/current structure.
	
	When: At any time.
	
	What: Sharing SP LL and increase knowledge about the concept/capability.
	
	Where: At any time, at any place.
	
	Miscellaneous: Budget implications.
		1. The "SP definition" represents the capstone for a common understanding.
		2. Foster the internal and general awareness of SP LL by investing more in common understanding, discussions and elaborations of the issue.
		3. Prevent possible overlapping of efforts and wasting of time, money and resources.
		4. Two options:
		  a. each IO publishes its SP LL review;
		  b. IOs all together decide to create a joint publication.
		5. Acknowledging that SP is not a key activity for all other actors, focusing interaction with IOs through overall sharing of LI in the larger area of security (and defence) could raise awareness of SP as a concept.
		6. Each publication needs clear objectives and audience.
			1. Establish a study group to evaluate the needs, assess current resources, and possibly facilitate the publication of SP LL review.
			2. In case of a joint publication a common agreement is needed.
				NATO International Staff/International Military Staff (IS/IMS) and Joint Analysis Lesson Learned Centre (JALLC).

1.TOPIC TO BE ADDRESSED	2.DISCUSSION	3.CONCLUSION	4.RECOMMENDATION	5.RECOMMENDED TASKING AUTHORITY
- Hybrid solution: two or more of the above topics realized together.	*As above.*	*As above.*	*As above.*	*As above.*